



Strategic Area ECONOMIC DEVELOPMENT

Mission:

To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents

GOALS

- **Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas**
- **Lead the coordination of economic development activities throughout Miami-Dade County**
- **Expand entrepreneurial development opportunities within Miami-Dade County**
- **Create a more business-friendly environment in Miami-Dade County**

Priority Key Outcomes

- Increased number of businesses and employment opportunities in higher-paying, targeted industries
- Increased number of county residents with the job skills to achieve economic self-sufficiency
- Increased number of low to moderate income homeowners
- Coordinated and effective economic and community development programs
- Proactive involvement of communities in economic development efforts
- Organizations empowered with the technical and management capacity to succeed
- Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County

Back of divider page here

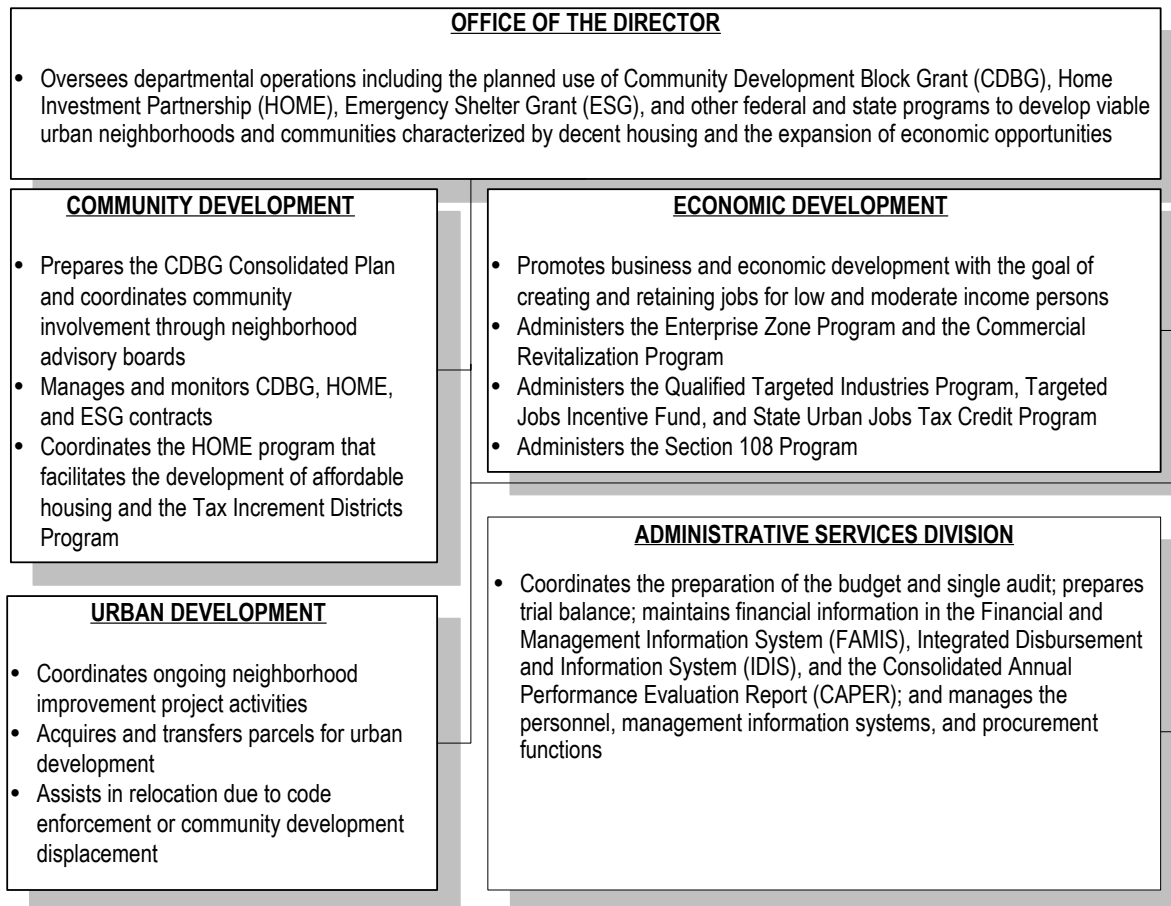
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Community and Economic Development

PURPOSE

Administer the federal Community Development Block Grant (CDBG) Program, the federal Home Investment Partnership (HOME) Program, the federal Emergency Shelter Grant (ESG), and other federal and state Programs.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: increase the number of Community Development Revolving Loans in FY 2003-04 by 15 loans, lending \$1.2 million, creating/retaining 25 to 35 jobs; provide an additional 10 revolving loans equating to an additional \$1 million in FY 2004, resulting in the creation of an additional 29 jobs, while providing increase access to capital for fast growing mid-sized businesses; increase the number of Targeted Urban Area Revolving Loans in the range of three to five loans in FY 2003-04, lending \$800,000 to \$1 million, creating/retaining 15 to 25 jobs; provide one Brownfield's Assessment Loan, and two Brownfield Remediation loans in FY 2003-04, lending \$800,000 to \$1 million creating/retaining 15 to 25 jobs; provide fiscal incentives through the Qualified Target Industry Program in the range of six to ten businesses, and to provide fiscal incentives to a minimum of five businesses through the Targeted Jobs Incentives Fund Program
- Capital program strategy: promoting viable communities for low to moderate-income neighborhoods, within Focus Areas and Eligible Block/Groups, with projects such as infrastructure and public facility improvements to

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

support affordable housing and economic development throughout Miami-Dade County

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2004 Proposed Operating Budget for the Office of Community and Economic Development (OCED) totals \$70.524 million from the following sources: anticipated 2004 CDBG entitlement grant including \$600,000 in program income (\$23.507 million); prior years' CDBG entitlement grants and CDBG program income anticipated carryover (\$18 million); anticipated 2004 HOME entitlement grant including \$900,000 in program income (\$8.382 million); prior years' HOME entitlement grants and HOME program income anticipated carryover (\$15.907 million); countywide general fund carryover (\$59,000); Enterprise Zone Tax Abatement fees (\$25,000); Countywide General Fund support (\$676,000); Brownsfields Economic Development Initiative grant tied to the U.S. Housing and Urban Development (U.S. HUD) Section 108 Brownfields loan (\$1.75 million); U.S. HUD Economic Development Initiative Special Project grant tied to U.S. HUD Section 108 economic revitalization loan (\$2 million); and Economic Development Initiative interest income (\$218,000); Congressional funding decisions have not been made regarding CDBG and HOME; the budget assumes FY 2004 CDBG and HOME allocations will remain at current fiscal year levels
- The Proposed Budget administrative portion of OCED funds for FY 2004 (January 1, 2004 through December 31, 2004) is estimated at \$8.108 million and includes revenue from the FY 2004 CDBG program (\$6.146 million); FY 2004 and prior year HOME program (\$719,000); Enterprise Zone Tax Abatement application fees (\$25,000); Economic Development Initiative interest income (\$219,000); countywide general fund support (\$676,000); countywide general fund carryover (\$59,000); and Seaport transfer carryover (\$264,000); the indirect cost reimbursement to the general fund is \$621,000

CDBG Fund Distribution

Category	FY 2003*	Proposed FY 2004
Administration	16%	20%
County Departments	24%	30%
Head Start Capital Program (To free up funds for the Summer Youth Jobs Program)	0%	4%
Outside Agency	60%	46%

* In line with the revised BCC Policy of Funds Distribution

CDBG Funding Categories

Category	FY 2003 Action Plan	Proposed FY 2004
Administration	16%	20%
Capital Improvement (Including Head Start Project)	10%	10%
Economic Development	18.50%	20%
Historic Preservation	0.50%	3%
Housing	12%	25%
Public Service	34%	22%
Reserves	9%	0%

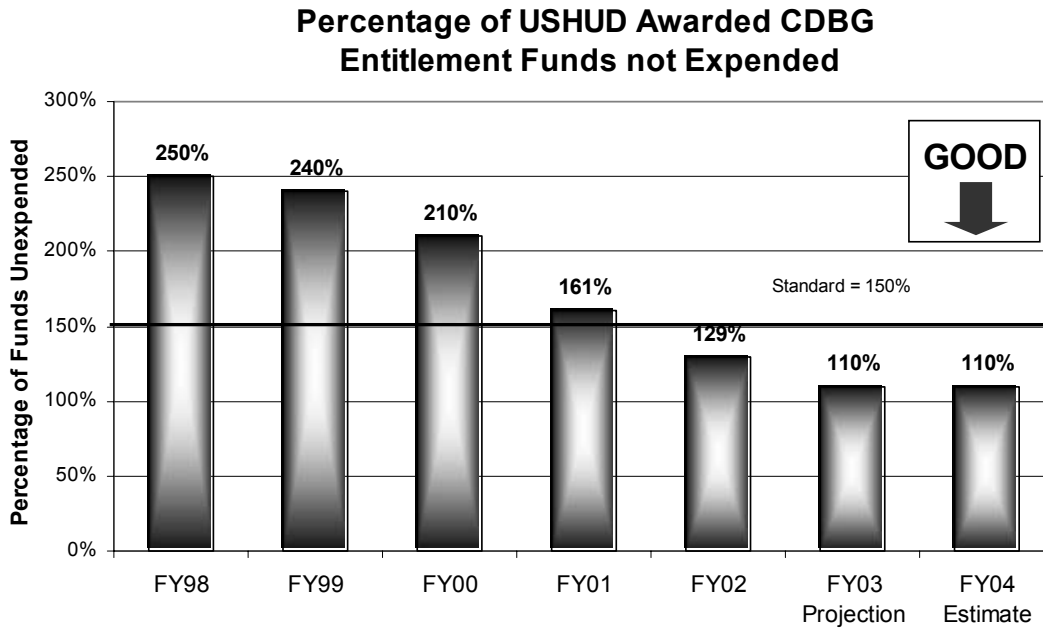
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Proposed Operating Budget provides funding for 87 positions; **OCED will perform environmental reviews previously provided by the Planning and Zoning Department (\$150,000, two positions)**
- CDBG funds are recommended for the Head Start Center capital project (\$1 million); freed up general funds are recommended to fund the 2004 Summer Youth Jobs Program
- The Proposed Operating Budget recommends, subject to final Board of County Commissioners (BCC) approval of the 2004 Action Plan, the above-stated 20 percent administration funds (\$4.701 million) from CDBG be distributed for needed program administration as follows: citizen participation by the Community Action Agency (\$260,000); fair housing (\$100,000) and Social Services Master Plan (\$49,000) by the Department of Human Services; strategic area planning by the Department of Planning and Zoning (\$150,000); administration by OCED (\$3,797,000); historic preservation support to OCED by the Office of Historic Preservation (\$170,000); and fair housing by Hope, Inc. (\$175,000)
- The Proposed Operating Budget recommends \$6.872 million for County departments, subject to final BCC approval of the 2004 Action Plan; this funding represents 30 percent of the FY 2004 CDBG funds and will be distributed for low to moderate-income oriented programs as follows:

Recommended CDBG allocations to County Departments for low to moderate-income oriented projects

<u>Department</u>	<u>Project</u>	<u>Category</u>	<u>Amount</u>
Building Department	Demolition of Unsafe Structures	Housing	\$350,000
Community Action Agency	Paint Distribution Program	Housing	\$175,000
Community Action Agency	Youth Employment Training	Public Service	\$76,000
Greater Miami Service Corps	Employment and Training	Public Service	\$105,000
Greater Miami Service Corps	Graffiti Abatement	Capital Improvement	\$192,000
Health Department	HIV-AIDS Community Project	Public Service	\$64,000
Health Department	Rodent Control Program	Public Service	\$155,000
Human Services	Homeless Assistance Program	Public Service	\$42,000
Human Services	Jack Orr Ranch Substance Abuse Program	Public Service	\$230,000
Human Services	Parenting Skills Program	Public Service	\$134,000
Human Services	Role Model Program	Public Service	\$117,000
International Trade Consortium	Operational Support	Economic Development	\$157,000
Miami-Dade Housing Agency	Jack Orr Plaza Meals Program	Public Service	\$98,000
OCED	Economic Dev. Div. -Enterprise Zone Program	Economic Development	\$214,000
OCED	Economic Dev. Div. -Commercial Revitalization	Economic Development	\$712,000
OCED	Economic Dev. Div. -Commercial Revitalization - TUA	Economic Development	\$237,000
OCED	Economic Dev. Div. - Micro Lending in TUA	Economic Development	\$119,000
OCED	Economic Dev. Div. -Micro Lending	Economic Development	\$356,000
OCED	Economic Dev. Div. -Revolving Loan Fund	Economic Development	\$1,017,000
OCED	Economic Dev. Div. -Revolving Loan Fund -TUA	Economic Development	\$360,000
OCED	Urban Dev. Div. -Design of Street Improvements	Capital Improvement	\$76,000
OCED	Urban Dev. Div. -Support Services for Parcels	Economic Development	\$106,000
OCED	Urban Dev. Div. -Disposal and Environmental Support	Housing	\$570,000
OCED	Urban Dev. Div. -Emergency Relocation	Housing	\$107,000
OCED	Urban Dev. Div. -Building Maintenance	Housing	\$142,000
OCED	Urban Dev. Div. -Countywide Land Acquisition	Housing	\$133,000
OCED	Urban Dev. Div. -Support Services for Surtax Parcels	Housing	\$108,000
Office of Historic Preservation	Historic Preservation Surveys	Historic Preservation	\$100,000
Office of Historic Preservation	School Rehabilitation	Historic Preservation	\$50,000
Team Metro	Graffiti Removal	Capital Improvement	\$119,000
Team Metro	Code Enforcement	Housing	\$451,000
Total Departments			\$6,872,000

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



Note: U.S. HUD requires that CDBG entitlement communities such as Miami-Dade County not exceed 150% level of unexpended funds

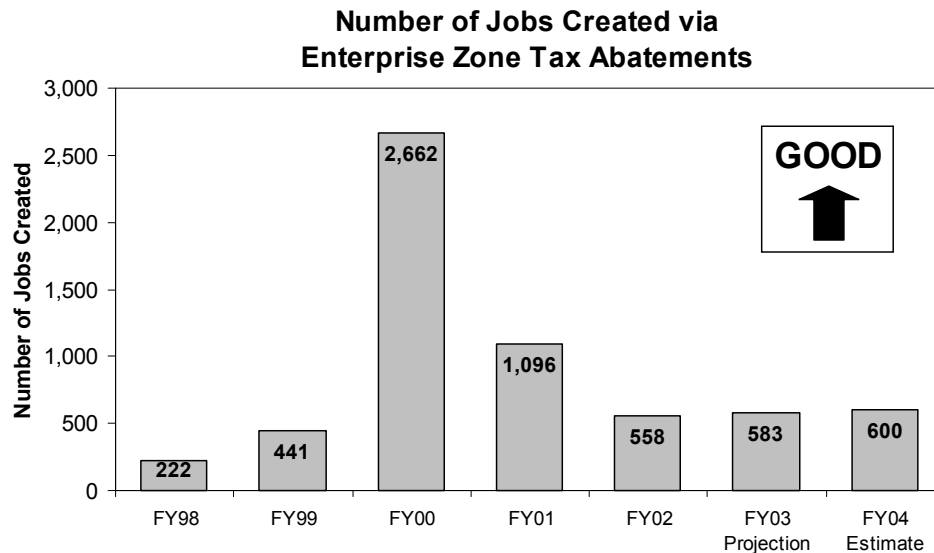
- OCED reduced the amount of unexpended CDBG entitlement funds awarded to Miami-Dade County, in an on-going effort to meet the HUD requirement that entitlement funds available not exceed 150 percent of annual entitlement; the department achieved the requirement on September, 2002
- The HUD-required FY 2003 Action Plan and the FY 2003-2007 Five Year Consolidated Plan were completed and approved by the BCC in December, 2002

Status of USHUD Section 108 Loans to Miami Dade County (As of April 30, 2003)

Loan Purpose and Effective Date	Approved Borrowing Capacity	Amount Borrowed by County	Amount Disbursed for Intended Purpose	Remaining Balance on Hand
Parrot Jungle & Gardens relocation to Watson Island (effective date 4/20/2000)	\$25.0 million	\$25.0 million	\$25.0 million	\$0
Brownfield environmental revolving loan fund (effective date 8/9/2001)	\$5.0 million	\$2.5 million	\$294,000	\$2.206 million
Targeted Urban Area economic revitalization projects revolving loan fund (effective date 8/9/2001)	\$40.0 million	\$10.0 million	\$4.25 million	\$5.75 million

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The department transferred 75 county-owned parcels of land in FY 2002 to community development corporations (CDCs) for affordable housing; this program will continue and it is projected that 45 parcels will be transferred in FY 2003



- The department administered the local State Enterprise Zone Program (SEZP), which provided incentives for the creation of 1,749 new jobs in 2002; it is expected that this program will provide incentives for the creation of 1,600 new jobs in 2003
- The department disbursed 220 micro-loans to low income entrepreneurs in 2002 through the Micro-Loan and Peer Lending Program; it is expected that this program will disburse 280 micro-loans to low-income entrepreneurs in 2003
- The department completed 14 revitalization projects in target zones in 2002 through the Commercial Revitalization Program; 12 projects are expected to be completed in 2003
- The department approved 15 loans over the past year (as of April, 2003) under the Community Development Revolving Loan Fund Program and 25 are under review; the program provides working capital and fixed assets loans to businesses in an effort to create jobs available to individuals from low to moderate-income households; it is expected that ten loans totaling \$1.2 million will be funded through this program in 2003
- Credit was provided to four businesses under the State Urban High-Crime Area Job Tax Credit Program; this program seeks to create jobs for Enterprise Zone residents from low to moderate-income households
- OCED implemented the Brownfields Assessment Revolving Loan Fund Program whereby \$150,000 of CDBG entitlement funds have been pooled to provide contamination assessment loans to businesses
- OCED implemented the Brownfields Redevelopment Revolving Loan Fund Program utilizing a \$5 million HUD Section 108 loan to Miami-Dade County; loans will provide funds for redevelopment of brownfields sites; the department has drawn down the first \$2.5 million of the \$5 million aimed at job creation for individuals from low and moderate-income households and disbursed \$294,000; \$1 million in funding for remediation and redevelopment is anticipated in FY 2003
- In coordination with the Urban Economic Revitalization Task Force, OCED is administering a \$40 million revolving loan fund (HUD Section 108) for economic revitalization in designated targeted urban areas within Miami-Dade County; received the first \$10 million of the \$40 million in August, 2001 and has disbursed \$4.25 million to date; UERTF is now accepting and processing applications to provide capital for moderate to large-

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

scale economic development projects

- OCED will continue to coordinate the State Qualified Target Industry Program (QTI), the Miami-Dade County Targeted Jobs Incentive Fund, and economic development efforts with the Enterprise Florida, Inc., The Beacon Council, and the State of Florida; the County in conjunction with the Beacon Council, since inception of the QTI Program in April, 1996, has approved 58 QTI applicants and forwarded them for state approval; the purpose of this program is to attract relocating companies by providing tax refunds incentives; it is anticipated that eight to ten businesses will relocate to Miami-Dade County creating 800 to 900 jobs in FY 2004
- In accordance with the Adker settlement, \$4.581 million (25 percent of the estimated FY 2004 entitlement of \$22.90 million, less 20 percent administration) is to be used within a one mile radius of public housing units
- The FY 2005 Action Plan (the annual update of the Five Year Consolidated Plan) for submission to HUD will be prepared by November 15, 2004; amendments to the prior year action plans will be prepared as necessary
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan totals \$18.649 million and includes CDBG program funds (\$17.339 million), including \$8 million to be allocated subsequent to FY 2003-04; Home Investment Partnership (HOME) funds of \$1.135 million and State Hurricane Trust Funds (\$175,000)
- The FY 2004 (January 1 to December 31, 2004) CDBG request for applications process will be finalized shortly after this budget is released and specific capital improvement recommendations will be made to the BCC in fall 2003; capital improvement recommendations approved by the BCC will be included in the FY 2004-05 Proposed Capital Budget and Multi-Year Capital Plan
- OCED funding for the Goulds Community Development Corporation acquisition of a building for re-use as a commercial facility (\$612,000), a historic preservation project, is included in the FY 2003-04 Proposed Capital Budget and is carried-over from prior years; expenditures of \$173,000 are projected for FY 2003-04; OCED completed the following historic preservation projects: Opa-locka Train Station renovations (\$347,000) and Seminole Cultural Arts Center renovations (\$50,000)
- OCED funding of infrastructure improvements totals \$4.367 million and is programmed in the FY 2003-04 Proposed Capital Budget, including the following projects carried-over from prior years: Cottages at Naranja Water Main installation (\$60,000); design of Highland Village sewer connections (\$700,000); Opa-locka drainage improvements – NW 143rd Street (\$100,000), Opa-locka fire protection improvements – Curtis Drive (\$438,000), Samari Lakes health and safety improvements (\$799,000), South Miami street improvements – SW 59th Place (\$272,000), Sweetwater drainage improvements (\$572,000), Vista Verde infrastructure improvements (\$775,000), Washington Park roadway improvements (\$300,000), West Miami stormwater improvements (\$100,000), West Little River sidewalk improvements Phase IV (\$113,000); the following new infrastructure improvements are programmed: Perrine Sector I street design (\$63,000), and Village of El Portal street improvements (87th Street) (\$75,000)
- OCED completed the following infrastructure improvements: West Miami sidewalk improvements (\$125,000), South Miami traffic calming project (\$58,000), and design of South Miami pedestrian improvements (\$144,000)
- OCED expects to complete the following infrastructure improvements in FY 2003: Jordan Commons infrastructure development (\$850,000), Opa-locka Ali-Baba boulevard Improvements (\$260,000), Poinciana Industrial Center street improvements – Phases IV and V (\$760,000), South Miami sewer connections (\$335,000)
- OCED recaptured and reprogrammed funds from the following infrastructure improvement projects: Opa-locka street improvements – Phase I (\$450,000), Niles Gardens drainage improvements (\$300,000), Sunny Haven water connections (\$250,000)
- OCED funding for the Leisure City Neighborhood Service Center improvements (\$30,000), a neighborhood service center, is included in the FY 2003-04 Proposed Capital Budget

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- OCED has acquired one parcel of land at or near the Richmond Heights Neighborhood Service Center (\$345,000), two additional parcels remain to be acquired for the construction of a Center
- OCED funding of park, recreation and culture projects total \$1.985 million and is programmed in the FY 2003-04 Proposed Capital Budget, including the following projects carried-over from prior years: improvements to Arcola Lake Park (\$50,000), design of renovations for Sherbondy Park in Opa-locka (\$110,000), construction of a multi-purpose center in South Miami to provide social, health, and recreational activities for area residents (\$1.08 million), renovations to the One Art Cultural Center (\$475,000); new park improvements include; Richmond Perrine Optimist Club Youth Activity Center (\$250,000), and South Miami Community Pool (\$20,000)
- OCED completed the Southridge Park Stadium park project (\$700,000), a park, recreation, and culture project
- OCED funding for facilities for the homeless total \$2.068 million and are carried-over from prior years: Camillus House Beckham Hall (\$75,000); Family Resource Center (\$719,000); Metatherapy South Dade Housing (\$325,000); Villa Aurora Homeless Facility (previously known as Esperanza Center Homeless Facility) (\$949,000)
- OCED completed the following homeless facility improvements: Astec Apartment Renovation (\$100,000), Fellowship House Transitional Housing Facility (\$181,000), and Little Haiti Gateway Homeless Facility (\$300,000)
- OCED funding for human service facilities totals \$1.162 million and is programmed in the FY 2003-04 Proposed Capital Budget, including the following projects carried-over from prior years: JESCA Northshore Neighborhood Center (\$827,000), New Hope Development Center Land Acquisition (\$100,000), New Shiloh Community Development Center Renovation (\$75,000), Perrine Elderly Center (\$100,000), and Universal Truth Community Development Center (\$60,000)
- OCED expects to complete the following human service facilities improvements: JESCA-Jackson Dade Child Care Center (\$50,000), and JESCA Social Services Center Renovation (\$225,000)
- OCED completed renovations to Taylor Park Optimist and Day Care Center (\$100,000), a human services facility
- OCED cancelled and reprogrammed funds on the following human services projects: the Carrie Meek Comprehensive Care Center, the Vankara Day Care Center, and the Community Crusade Against Drugs (\$273,000)
- OCED funding of day care facilities total \$425,000 and is programmed in the FY 2003-04 Proposed Capital Budget, including the following projects carried-over from prior years: the YMCA Carver Child Development Center (\$100,000), the YMCA Martin Luther King Child Care Center (\$225,000), and an environmental review in order to design and construct a day care center in the limits of the Allapattah-Wynwood area (\$100,000)

UNMET NEEDS

- Unfunded capital needs consist of 33 projects with an estimated cost of \$293.19 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Community Development	0	249	0	0	2,763	2,707	2,763	2,956	31	31
Director's Office / Administration	464	427	0	0	2,012	2,086	2,476	2,513	26	28
Economic Development	212	0	0	0	911	1,256	1,123	1,256	16	16
Other Programs	0	0	0	0	65,421	57,510	65,421	57,510	0	0
Public Service Programs	0	0	0	0	4,500	5,171	4,500	5,171	0	0
Urban Development	0	0	0	0	1,017	1,118	1,017	1,118	12	12
TOTAL	676	676	0	0	76,624	69,848	77,300	70,524	85	87

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	4,923	5,507	5,876
Other Operating	23,809	71,688	64,634
Capital	1,583	105	14
TOTAL	30,315	77,300	70,524

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
DAY CARE FACILITIES		36	389	0	0	0	0	0	425
HISTORIC PRESERVATION		439	173	0	0	0	0	0	612
HOMELESS FACILITIES		484	1,584	0	0	0	0	0	2,068
HUMAN SERVICES FACILITIES		352	735	75	0	0	0	0	1,162
NEIGHBORHOOD SERVICE CENTERS		0	30	0	0	0	0	0	30
STRATEGIC SUBTOTAL :		1,311	2,911	75	0	0	0	0	4,297
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
FUTURE CAPITAL PROJECTS		0	0	2,000	2,000	2,000	0	0	8,000
INFRASTRUCTURE IMPROVEMENTS		612	3,755	0	0	0	0	0	4,367
STRATEGIC SUBTOTAL :		612	3,755	2,000	2,000	2,000	0	0	12,367
STRATEGIC AREA : RECREATION AND CULTURE									
PARK, RECREATION AND CULTURE PROJECTS		1,106	879	0	0	0	0	0	1,985
STRATEGIC SUBTOTAL :		1,106	879	0	0	0	0	0	1,985
TOTAL :		3,029	7,545	2,075	2,000	2,000	0	0	18,649

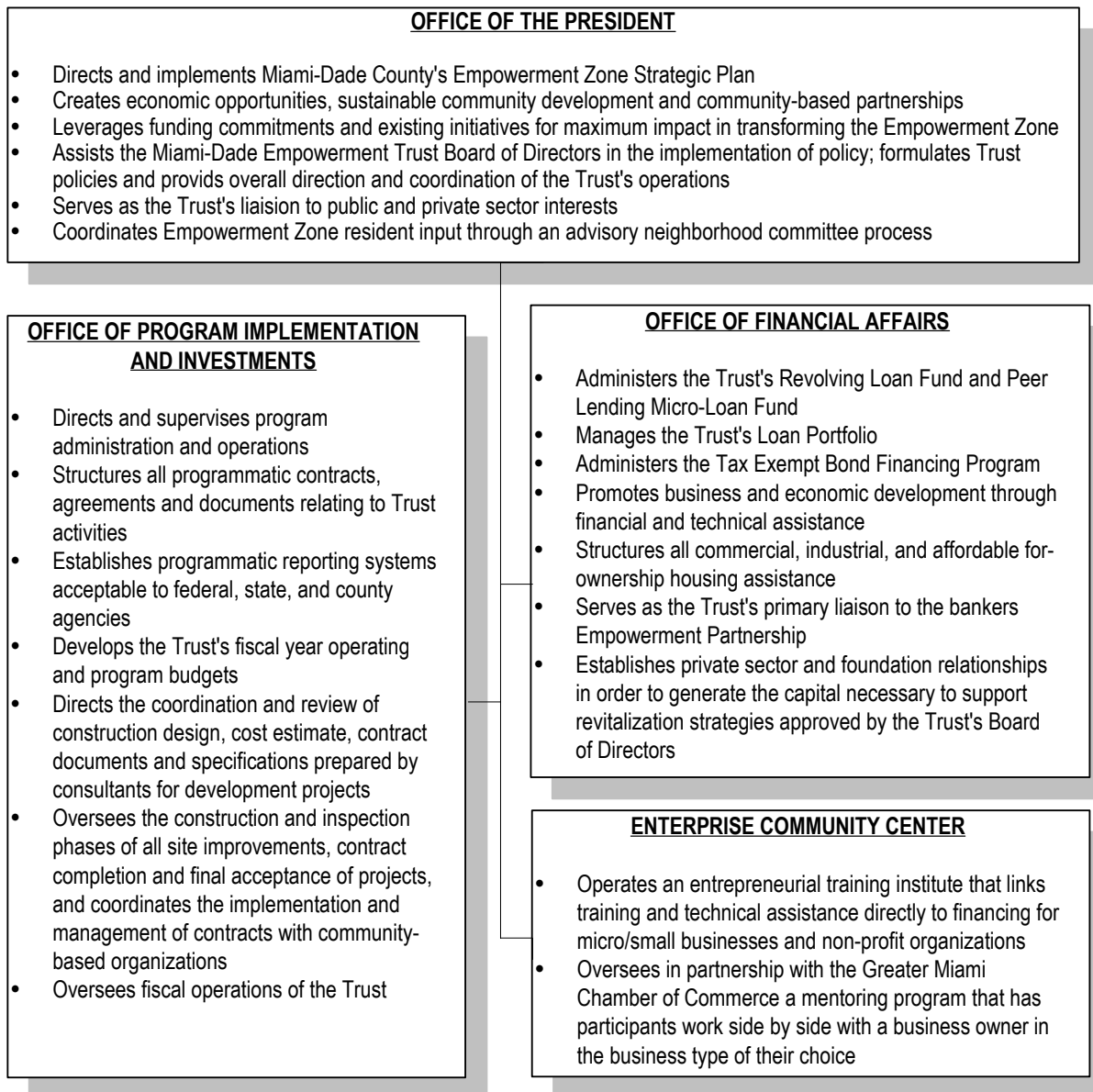
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Empowerment Trust

PURPOSE

Administer the State of Florida Enterprise Zone Program; address economic development and revitalization needs in the federally-designated Miami-Dade County Empowerment Zone; manage and implement the Miami-Dade County Empowerment Zone and Enterprise Community Strategic Plans; operate the Enterprise Community Center, and administer federal, state, and County-allocated funds.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: increase the number of Trust Revolving Loans in FY 2003-04 in the range of ten loans, lending \$750,000 and creating 25 jobs; increase the number of equity investments (patient subordinate debt, convertible to equity percentage ownership) by lending \$1 million in the range of five to seven loans in FY

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

2003-04 creating/retaining 25 jobs; provide an additional ten equity capital investments (patient subordinated debt, convertible to an equity percentage ownership) resulting in the creation of 100 to 150 jobs while investing \$4 million

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for the Empowerment Zone Trust (Trust) is \$32.245 million; funding is comprised of federal carryover (\$10.924 million), state carryover (\$736,000), surtax carryover (\$2.597 million), and County carryover (\$3.921 million), for a carryover total of \$18.178 million; countywide general fund support (\$357,000); unincorporated municipal service area (UMSA) general fund support (\$860,000); Miami International Airport (MIA) funds for projects within the airport system that meet Federal Aviation Administration regulations and qualify for the Empowerment Zone (Zone) match (\$7.575 million); surtax funds (\$5 million) that will be requested from the Documentary Stamp surtax program; State of Florida Department of Juvenile Justice Rites of Passage grant (\$75,000), private donations (\$50,000), interest income from loans provided (\$50,000), and interest earnings (\$100,000); federal Zone grant amount is assumed at \$0 as that is HUD's recommendation as of May, 2003
- Program spending is budgeted at \$10.101 million and an additional \$1.511 million is required for administrative support; \$20.633 million is programmed as carryover into FY 2004-05; programs within the Zone identified for funding include Team Metro's Melrose Office, the Alliance for Human Services, Town Park Gardens Housing Development, East Little Havana Development, Southwest Homestead Housing Development, New Markets Tax Credit Venture Capital Fund, and the Free Trade Agreement of the Americas relocation effort
- The total FY 2003-04 County matching funds of \$6.217 million include participation in the Team Metro Melrose/Airport office to increase code enforcement in the Melrose area and provide Zone residents with increased access to County services (\$860,000); the Alliance for Human Services to provide funding for its main operations (\$300,000); Town Park Gardens for the construction of affordable housing (\$2 million); Miami-Dade TV Promotional Spots Program (\$35,000); support to the BCC, Office of Legislative Analysis (\$10,000); East Little Havana Development (\$1 million); and Southwest Homestead Housing Development (\$2 million)
- The department received \$2 million in FY 2002-03 from U.S. Housing and Urban Development (U.S. HUD) for "year five" funding for the Zone; a total of \$23.973 million has been provided through FY 2002-03 which represents \$26.027 million less than the original federal commitment of \$50 million over the first five years (\$10 million a year over a period of ten years)
- The Trust continued budgeting a total of \$5.560 million in FY 2002-03 of County matching funds, including countywide general fund, MIA, and surtax funds reflecting a County match of federal funds; current County allocation is \$6.997 million more than the one-to-one match commitment
- The Trust continues to implement the New Markets Tax Credit Venture Capital Fund as proposed by the Mayor and adopted into the FY 2001-02 Budget by the Board of County Commissioners (BCC) (\$5 million); the fund is targeted to provide equity or loans to Community Small Business Enterprise companies on a countywide basis; as of June, 2003, \$2.3 million has been committed
- The Trust funded in FY 2002-03 (as part of the Poinciana Industrial Center (PIC) Business Incubator program) business development at the PIC through a planned facility renovation for Per Scholas Computer Technology (\$525,000); the project is currently under design and expected to be completed by spring 2004; \$300,000 has been earmarked for a second facility design in the PIC
- In FY 2002-03, the Trust continued funding for the Bankers' Empowerment Partnership Pre-development Loan Program providing pre-development funding for affordable housing development throughout the Zone (\$150,000); the program will be evaluated and considered for future funding

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Trust continued funding the following programs in FY 2002-03: training and employment initiative for Zone residents administered by South Florida Work Force; the program provides specialized job training activities and employment opportunities for Zone residents (\$1 million); the development of a website by Florida International University to supply environmental information regarding Brownfields sites in the Zone (\$175,000); Victim Services, Inc. for the implementation of the Traumatic Incident Reduction Therapy program targeting youth ages four through 16 and their families who have been either a witness or victim of domestic and/or community violence (\$75,000); these programs will be evaluated and considered for future funding
- The Trust provided funding for the following programs in FY 2002-03: corridor improvements on 79th Street by creating a master plan for sustainable smart growth transportation initiatives seeking to link the development of jobs and new housing via mass transportation networks (\$170,000); this project has been delayed and is expected to be completed by September, 2003
- The Trust provided a loan for the opening of a Golden Corral restaurant in Florida City (\$250,000) and grants to ten business improvement projects (\$300,000) as a part of the Homestead/Florida City Developable Site which is expected to be completed by September, 2003; funding will be provided for the opening of the new Rosebriar Café restaurant in Wynwood (\$290,000) in September, 2003
- The Trust provided funding in FY 2002-03 for equity investments in two small businesses in Allapattah (\$400,000): Patty King (a Jamaican patty producer), and Produce Connection (a produce trucking company)
- The Trust completed the demolition of the uninhabitable apartments previously known as the Town Park Gardens; construction of new housing is underway with funding provided by surtax revenues (\$2 million); the homeowners will move in upon completion of the first phase of construction which is expected to occur in December, 2003; phase two of construction is expected to begin in January, 2004
- The Trust provided funding in FY 2002-03 to the Florida Memorial College Aviation Scholarship Fund (\$100,000) and Jobs for Miami Aviation Program (\$100,000), aviation industry scholarships for students; funding was also provided for the redevelopment master plan of the SW 4th Street Neighborhood of Homestead (\$150,000), and the Central Business District (\$1.4 million)
- The Trust provided funding in FY 2002-03 for a neighborhood revitalization projects program to provide equity to new and existing micro businesses and non-profit organizations (\$425,000) and will continue funding this program in FY 2003-04
- As a result of the anticipated reduction in empowerment zone revenue from the federal government, the Trust intends to focus more on economic development revenue-generating projects such as job creation, job training, small business start-ups, small business expansion and affordable housing, and less on community development projects such as youth/cultural activities and social initiatives

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	120	0	1,318	1,511	1,438	1,511	7	7
Programs	662	357	860	860	31,441	29,517	32,963	30,734	9	9
TOTAL	662	357	980	860	32,759	31,028	34,401	32,245	16	16

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	566	859	912
Other Operating	11,540	33,520	31,311
Capital	0	22	22
TOTAL	12,106	34,401	32,245

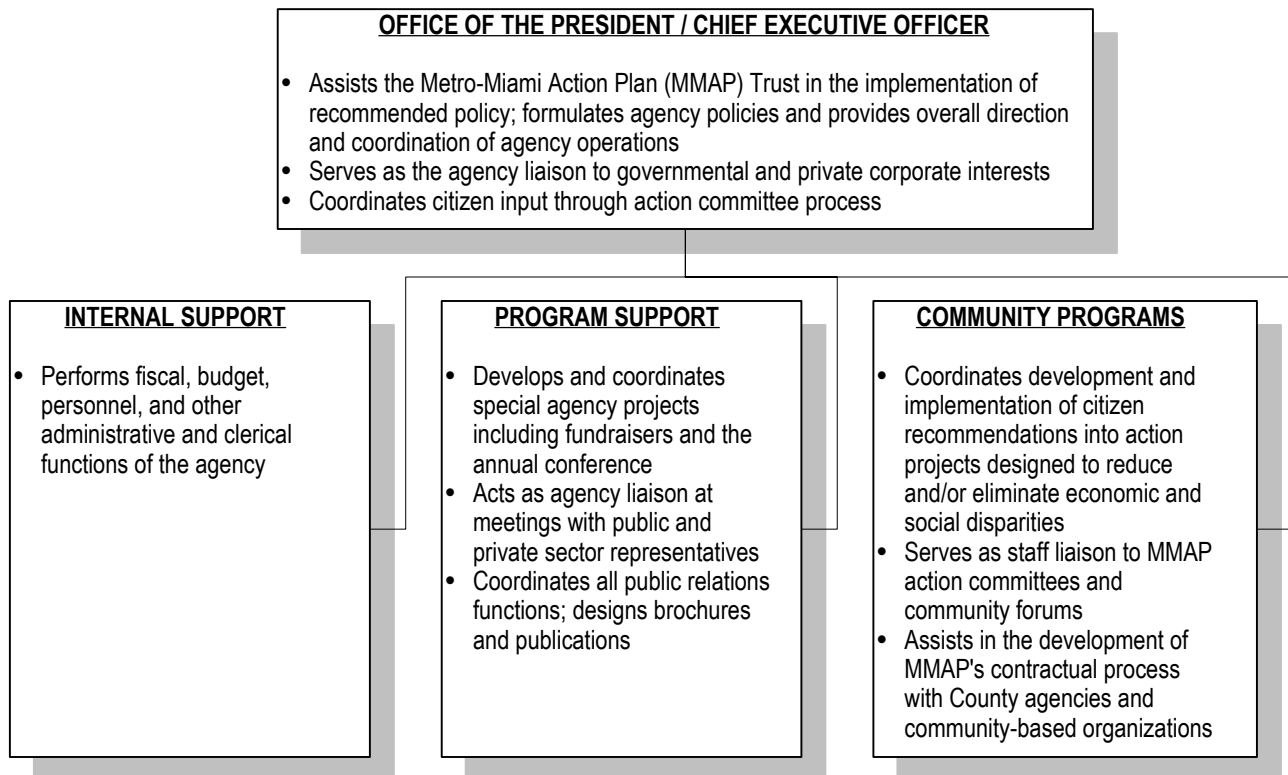
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Metro-Miami Action Plan

PURPOSE

Address and advocate for health, economic, and social needs primarily of the African-American community; encourage and facilitate the coordination of programs providing assistance to African-Americans; serve as a catalyst for the elimination of disparities within the community.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: facilitate a youth-driven judicial process that educates young people about the legal and judicial system, and imposes sanctions on juvenile offenders who commit misdemeanor offenses by diverting 500 youth offenders from the juvenile courts into Metro-Miami Action Plan's (MMAP) Teen Court program; leverage housing dollars to increase homeownership opportunities for low and moderate-income Miami-Dade residents by providing down payment and closing costs assistance to 200 low and moderate-income homebuyers by September 30, 2003; facilitate the growth of and actively support black business ownership and community revitalization by providing access to capital community development services and expanding the number of businesses receiving technical assistance from the Entrepreneurial Institute to 35 entrepreneurs

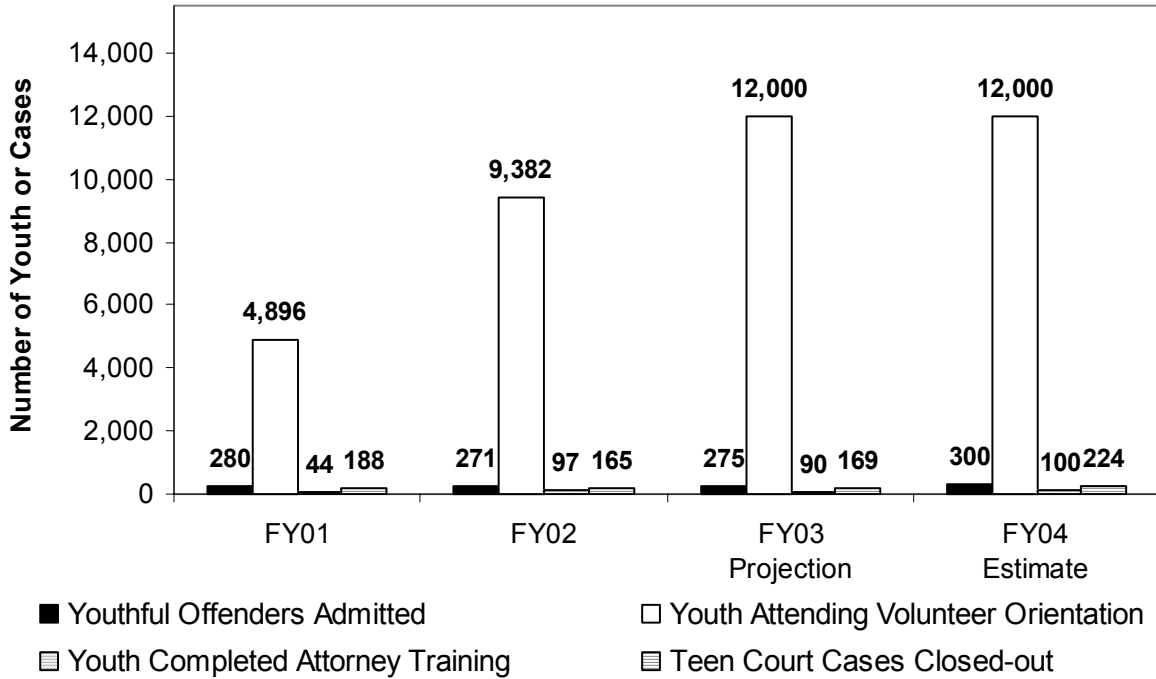
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for MMAP totals \$8.472 million; funding is comprised of carryover (\$3.336 million); countywide general fund (\$1.032 million); and eight percent dedication of the Documentary Stamp surtax (\$1.4 million); Occupational License surtax (\$279,000); Overtown Revitalization Grant (\$536,000); Martin Luther King (MLK), Jr. Academy on Dade County School Board contract (\$708,000); Traffic Violation surcharge (\$1.088 million), and interest (\$93,000); funding is provided for 36 positions, the same level as in FY 2002-03; the Proposed Budget includes an attrition rate of 7.25 percent
- The FY 2003-04 Proposed Budget includes Occupational License surtax proceeds (\$279,000); MMAP will continue its relationship with the Entrepreneurship Institute at Florida Memorial College to provide a training and technical assistance program for minority business owners, operators, and individuals planning to start or expand a business (\$80,000); remaining proceeds will be utilized for various other economic development activities (\$199,000) such as revolving loans
- MMAP's Homeownership Assistance Program continued utilizing dedicated commercial Documentary Stamp surtax funds, whereby a qualified applicant receives a forgivable loan up to \$5,000 to use toward down payment and closing costs on the purchase of a home; in an effort to assist low to moderate-income homebuyers maintained loan size and price range of eligible homes at \$188,000; FY 2003-04 funding is budgeted at \$1.4 million
- The department continued the non-violence training program for middle school students at the MLK, Jr. Academy; funding from the Miami-Dade County Public Schools (MDCPS), budgeted at \$326,000 in FY 2002-03, is projected to be \$535,000 due to an increase in the number of students; FY 2003-04 funding is budgeted at \$708,000 due to an expected average student enrollment of 182
- MMAP continued to administer the Teen Court program that diverts youth (who have admitted guilt to misdemeanors) from juvenile courts; conducting the program in conjunction with the MDCPS, the Florida Department of Juvenile Justice District 11, and the State Attorney; funding is provided from a \$3 court cost assessment fee projected to generate \$1.25 million in FY 2002-03; in anticipation to the implementation of Article V, FY 2003-04 funding is budgeted at \$1.088 million (nine months only); issues relating to Article V transitions will be included in recommendations to the Board of County Commissioners (BCC) following the 2004 legislative session
- The department provided funding for a study by the Opa-locka Community Development Corporation on the viability of a public/private shopping center (\$100,000)
- MMAP's 20th Annual Community Conference was held in May, 2003, issues included technology, housing, criminal justice, education, and economic development; more than 900 people attended
- MMAP revised the revolving loan policies and procedures manual relating to interest rates and established the ability to charge a one-time application fee for each MMAP Homeownership Assistance loan recipient; implementation of the fee will begin December, 2003 and will help cover loan set-up and servicing costs
- On January 29, 2002, the BCC granted the department development rights on the land surrounding the Northside Metrorail Station; in April, 2003 MMAP entered into an agreement with Altamira Associates to begin development

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Teen Court Program



OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	1,030	1,032	0	0	0	0	1,030	1,032	6	12
Economic Development Programs	0	0	0	0	1,197	891	1,197	891	9	4
Affordable Housing Programs	0	0	0	0	2,202	2,793	2,202	2,793	3	3
Social Justice Programs	0	0	0	0	3,882	3,756	3,882	3,756	18	17
TOTAL	1,030	1,032	0	0	7,281	7,440	8,311	8,472	36	36

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	1,524	2,050	2,026
Other Operating	2,079	6,181	6,377
Capital	12	80	69
TOTAL	3,615	8,311	8,472

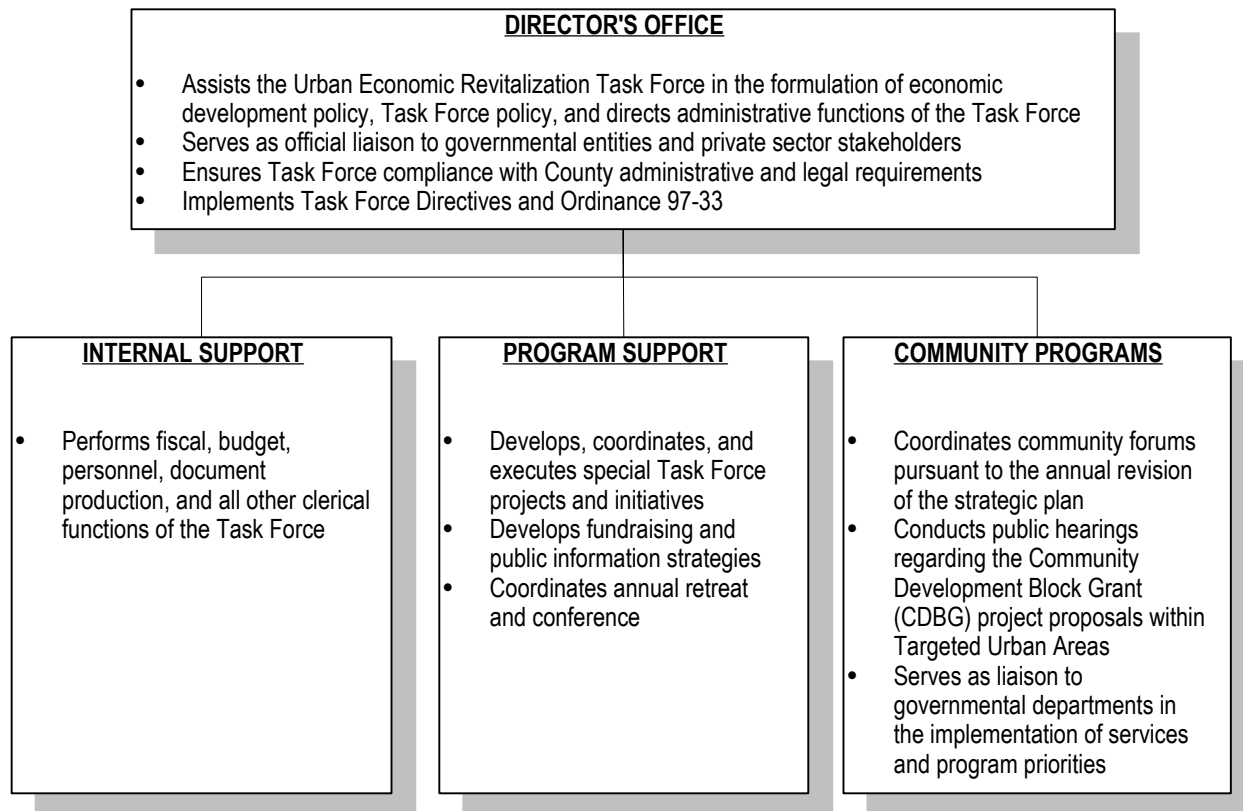
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Urban Economic Revitalization Task Force

PURPOSE

Advise the Mayor and Board of County Commissioners (BCC) on all economic revitalization issues in targeted urban areas within the County; promote service delivery efficiency, employment, and business growth in targeted urban areas; review and make recommendations on Office of Community and Economic Development funding in targeted urban areas.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: facilitate the economic revitalization of designated urban areas through a citizen-based board and community recommendations; and promote community and government efficiency through the review of economic development programs

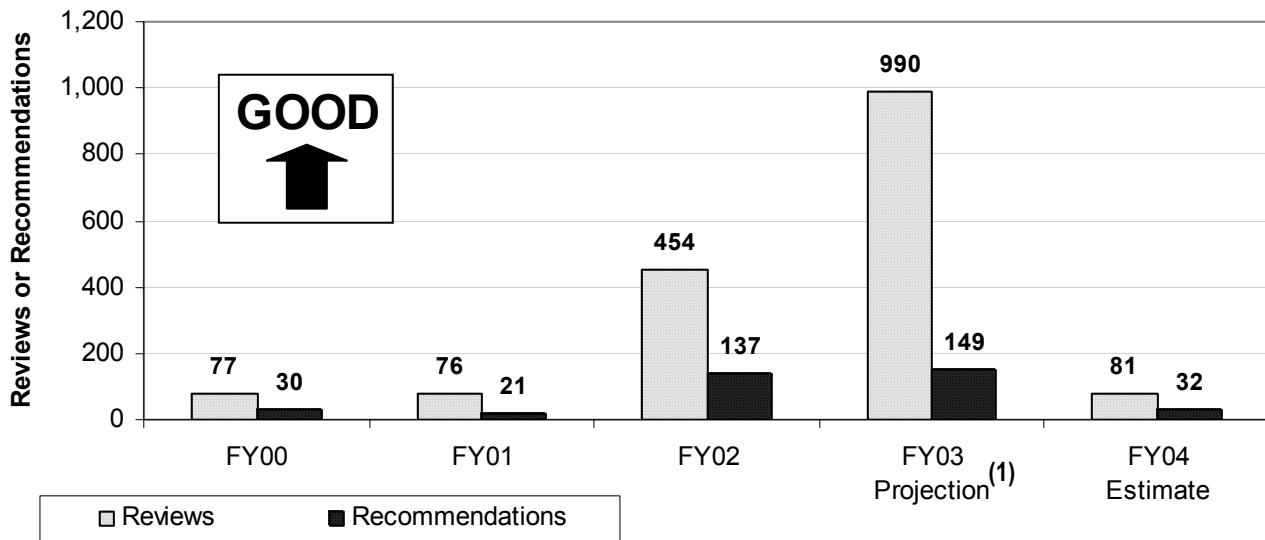
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for the Urban Economic Revitalization Task Force (UERTF) is \$2.473 million; funding is comprised of carryover (\$1.268 million), interest earnings (\$5,000), stability loans interest income (\$21,000), stability loans principal payments (\$94,000) and countywide general fund support (\$1.085 million); the Proposed Budget provides funding for eight positions, continuing the same service levels of FY 2002-03 (eliminating a vacant office support specialist position)
- UERTF program spending, excluding administrative support, is budgeted at \$1.707 million in FY 2003-04

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- UERTF implemented the “Mom and Pop” Business Grant program through funding from the general fund for Commission Districts 2, 3, 5, 7, and 9 as directed by the BCC; of the total \$1 million (\$200,000 for each of the five districts), \$40,000 has been committed through May, 2003, and the full \$1 million is expected to be disbursed by September, 2003; although any unspent funds will be carried over into FY 2003-04, additional funding is not recommended for FY 2003-04
- In FY 2002-03 UERTF received \$106,000 in interest and principle payments from the Small Business Stability Loan Fund established to provide businesses in targeted urban areas with working capital, equipment, and inventory purchases; FY 2003-04 revenues are budgeted at \$115,000
- The department disbursed \$275,000 of the total \$550,000 dedicated for the historic site preservation grant program initiated by the Mayor in FY 2000-01 and expects to disburse the remaining funds by September, 2003
- The department continues to accept and process applications for the U.S. Housing and Urban Development Section 108 and \$40 million revolving loan program to provide capital for moderate to large-scale economic development projects in the targeted urban areas; a total of \$4.25 million has been disbursed to date
- UERTF provided 13 commercial rehabilitation grants to businesses for building facade and code compliance improvements in the targeted urban areas, totaling \$629,000; ten projects are now completed and the remaining three are expected to be completed by September, 2003
- As part of the department’s mandates, UERTF currently reviews economic development programs and provides reports to the Mayor and BCC; it is expected that for FY 2002-03, UERTF will evaluate 17 of these programs
- The department continues to review applications and make recommendations on approximately \$4.1 million of OCED funding recommendations regarding economic development in the targeted urban areas

**Number of Targeted Urban Area Economic Revitalization Project
Reviews and Recommendations**



(1) Includes reviews for Mom and Pop program

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	969	766	0	0	0	0	969	766	5	4
Programs	321	319	0	0	924	1,388	1,245	1,707	4	4
TOTAL	1,290	1,085	0	0	924	1,388	2,214	2,473	9	8

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	304	450	472
Other Operating	1,532	1,762	1,999
Capital	67	2	2
TOTAL	1,903	2,214	2,473